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RIFT AT KFC

Franchise pact splits ranks

By Milford Prewitt

LOUISVILLE, Ky. — Company proposals to change Kentucky Fried Chicken's standard franchise agreement are sharply dividing franchisees, with some of them supporting new, tougher language as essential to improving the chain's performance and others asserting the new rules would be too expensive and too harsh.

"The old contract is much more favorable than the one being discussed," said Anthony Ashmore, a 12-unit franchisee in McAlestar, Okla. "There're some major concerns."

But Bruce Raba, president of Scott's Food Service Inc. in Austin, Texas, with 188 U.S. outlets, asserted: "I have a feeling all of this is positive. It's just good business sense to standardize operations and have tighter control. What's wrong with that?"

"You really can't fault KFC," added Wayne Jones, president of Marcus Restaurants in Milwaukee. "All companies are trying to change the contracts and improve their operations."

Company spokesman Gregg Reynolds said: "In any fran-

*(See **PROPOSAL**, page 57)*

NRN Photo

Campanile chef-owner Mark Peele, right, inspects a produce delivery with sous chef Anne Sprecher.

Versatile veggies earn star billing

By Richard Martin

With the health craze in full bloom, savvy restaurateurs are serving up bold and innovative vegetable creations to harvest diners' growing appetites for legumes, roots, tubers, fungi, and all manner of things green and leafy.

Newfangled recipes built around common and exotic produce species are the rage at progressive establishments from coast to coast.

By offering dishes that run the gamut from chili-spiked spuds to white asparagus with morels, intrepid culinarians are honing their reputations and cultivating bumper crops of vegetable-loving connoisseurs.

Green-thumbed superchef Bradley Ogden, who will open his Lark Creek Inn in Larkspur, Calif., next month, is among a small field of purists who even go so far as to grow their own pampered produce.

Whether grilled, roasted, sautéed, pureed, or gratiné, spiffed-up vegetables of all kinds are raising guests' satisfaction levels to new heights.

The trend goes beyond clever fine-dining creations and affects the mass market of mid-scale chains and mainstream fast-food concepts.

"People want vegetables, not just potatoes, and fresh vegetables, at that," said Vincent Kikugawa, president of the Marie Callender's family-restaurant chain. "Americans are into healthful eating."

At the budding Koo Koo Roo fast-food chicken chain in Los Angeles, intriguing vegetable dishes are winning consumer converts from the mundane

*(See **VEGETABLES**, page F8)*

Lafayette menu spotlights vegetables
See story on page 4

FOOD WATCH

Mama mia! Oat bran pizza

CHICAGO — Edwardo Jacobson, founder and now owner of just two Edwardo's Restaurants, has come up with a new pizza he hopes will appeal to customers' increased health consciousness — oat bran broccoli pesto pizza.

Jacobson, who earlier created the stuffed-spinach pizza, which has become a best seller for the Edwardo's chain he sold last year,

*(See **OAT BRAN**, page 4)*

Marriott sells In-Flite Services

Inks deal with investor group

By Rajan Chaudhry

WASHINGTON — Marriott Corp. has agreed to sell its airline catering division — Marriott In-Flite Services — to an investor group led by Daniel J. Altobello, president of Marriott's Airport Operations Group, and Frederic V. Malek, a merchant banker and former Marriott executive.

Terms were not disclosed, but estimates pegged the price of the long-awaited sale at $600 million to $700 million.

Although In-Flite's international business is reportedly growing at a brisk 20-percent rate, domestic growth has stalled, largely because of the troubles of the U.S. airline industry. And Marriott doesn't expect a strong recovery.

Sales to ailing Eastern Airlines, for example, were off by 25 percent in 1988 and, with the carrier now battling in bankruptcy court, will fall farther this year, a Marriott spokesman noted.

In 1988 In-Flite posted profits of between $55 million and $65 million on sales of about $800 million.

The operation's earnings growth potential is estimated at about 8 percent a year, well short of Marriott's long-term growth rate target of 17 percent to 19 percent.

Marriott said it would use the proceeds from the In-Flite sale to pay down a portion of its hefty $3.1 billion long-term debt.

Marriott's profits down in 2nd Q
See story on page 12

Under Marriott's agreement with Caterair International — the investor group that includes Altobello, Malek, and several senior members of In-Flite's management — the new company will hold the rights to the Marriott In-Flite Services name for five years.

Its headquarters will be in the Washington suburb of Rockville, Md.

Altobello, a 10-year veteran of Marriott Corp., said that he plans no significant changes in policy and that he expects all

*(See **MARRIOTT**, Page 57)*

Debt-laden Pantera's may sell Pizza Inns

By Milford Prewitt

DALLAS — Pantera's Corp. may be forced to start selling off its Pizza Inn and Pantera's Pizza units in a desperate bid to raise cash to pay its bills.

The company, which operates the industry's fourth-largest pizza chain, 660-unit Pizza Inn, revealed that its cash flow is so meager that unless its lenders and suppliers are willing to defer payments, it will start selling its 215 company-owned Pizza Inns.

The company has already closed nearly all of its 52 Pantera's units and has put 30 of them up for sale.

At the same time Pantera's is contemplating cutting its corporate and supervisory staff.

Pantera's move to sell assets came after refinancing negotiations with lenders broke down. The company said that it would continue to look for lenders to refinance its debt but that in the meantime it is searching for an investment bank to help it raise cash either through equity or the sale of assets.

If Pantera's creditors refuse to defer, the company said it fears its secured credi-

*(See **PANTERA'S**, page 57)*

Vote for Operator of the Year — MUFSO preview follows page F8

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July 24, 1989

NEWS DIGEST

McDonald's launches test of a reformulated McPizza

OAK BROOK, Ill. — McDonald's is plunging back into the pizza market with a new version of McPizza.

A new McDonald's restaurant in Evansville, Ind., is the first unit to test-market the 14-inch pizzas. And four stores in Owensboro, Ky., are renovating their kitchens to provide room for forced-hot-air pizza ovens and add windows that will let customers watch the product being made.

Despite several setbacks in the McPizza program, McDonald's executives have maintained faithfully that pizza is the best product available to the company for building its dinner business.

Dunkin' accuses pursuer of misstating financing

RANDOLPH, Mass. — Sucked into a war of words with its unwanted Canadian suitor, Dunkin' Donuts has charged that the pursuer has not been telling the truth about its ability to fund a takeover of the doughnut chain.

In a complaint filed in a Massachusetts court, Dunkin' has alleged that DD Acquisitions, an investment unit formed by Toronto-based Kingsbridge Capital and Cara Operations, had falsely stated that it had secured $275 million in financing. In fact, Dunkin' asserted, DD has no "firm commitment" from lenders.

DD quickly dismissed Dunkin's charges as "totally baseless" and "just plain wrong." That same day DD announced that its $43-per-share stock tender offer had been accepted by the holders of 17.4 percent of Dunkin's common shares.

Since proposing an acquisition of Dunkin' several months ago, DD has sharply criticized its prey for rebuffing the overtures. The suitor has charged Dunkin's officers with irresponsibility and mismanagement.

Vince Webb joins Rax in senior marketing post

COLUMBUS, Ohio — Vince Webb has stepped down as national marketing director of Marriott Corp.'s family restaurant group to join the Rax fast-food chain here as senior vice president of marketing.

Ira Hermann, Rax's new president, indicated that he chose Webb in part because of his experience in setting up local marketing programs for Marriott's Big Boy and Howard Johnson restaurants.

Rax has been operating without a senior marketing officer since Hermann's predecessor fired Dan Corrigan in January. The dismissal of Corrigan, who held the title of executive vice president, stoked a feud with Rax's franchisees over the chain's direction.

Webb had been with Marriott for 12 years.

Domino's LA franchisee sells all 21 units

LOS ANGELES — A Domino's franchisee here said it has bowed out of the delivery chain by selling all 21 of its units in Orange County.

Cochran-O'Brien Corp. said 18 of the pizzerias were acquired by Domino's Pizza Inc., the chain's franchisor. The remaining three were purchased by other, unidentified licensees, Cochran-O'Brien said. Terms were not disclosed.

"We have had a long, happy, and successful relationship with Domino's Pizza," Patrick O'Brien, Cochran-O'Brien's chief executive, said in a prepared statement. "Now it's time for us to do other things."

McNally to add Man Ray to NY restaurant group

NEW YORK — Brian McNally, the proprietor of such popular restaurants here as Odeon and Indochine, is expanding his roster by purchasing Man Ray, a highly rated bistro in the Chelsea region.

The price to be paid to current owner Joseph Shurley has not been disclosed.

The deal follows McNally's opening of 150 Wooster Street in the Soho art region.

Bistro owner's killing sparks patrols, $25K reward

LOS ANGELES — Police patrols and private security have been beefed up in a fashionable neighborhood near Beverly Hills following the fatal shooting of restaurateur Andre Coffyn during a closing-hour robbery at his Michel Richard bistro.

Police said the gunman may be linked to a string of street holdups in the area, where scores of upscale restaurants are located. City Councilman Zev Yaroslavsky offered a $25,000 reward for information leading to the arrest of Coffyn's assailant.

Detectives said the restaurateur, 48, was killed without apparent provocation after he and several guests seated at a sidewalk table were robbed of their money and watches. Coffyn bought the business from Los Angeles restaurateur Michel Richard in 1987.

Perkins plans purchase of units from Friendly

MEMPHIS, Tenn. — Perkins Family Restaurants L.P. said it would buy nine restaurants from sister operation Friendly Ice Cream Corp. for $4 million.

The units are located in Orlando, Fla., and are set to be converted to Perkins restaurants by year-end.

Tennessee Restaurant Corp. owns Friendly and is the managing partner of Perkins.

Glasnost opens kitchen doors

Soviet chefs visit Northwest to learn entrepreneurship

EDMONDS, Wash. — A band of Soviet chefs, believed to be the first culinarians to be allowed by the U.S.S.R. to visit the United States under the Soviet government's limited test of free enterprise, recently wound up a tour of the Northwest.

The itinerary followed by the visiting chefs included meals at two Seattle-area restaurants, Ray's Boathouse and Cutters Bayhouse, a fishing trip, visits to supermarkets, and a picnic.

The Soviet chefs, all from for-profit privately owned "cooperative" cafes, were hosted in this country by Peace Table, a grass-roots goodwill exchange group founded by Edmonds restaurateur Jerilyn Brusseau.

Peace Table, which paved the way for a delegation of U.S. chefs to visit the Soviet Union late last year, initially expected the Russian entrepreneurs to arrive in March, but a series of delays held them up until earlier this month.

New York operator to open restaurant in Soviet Union

MOSCOW — A New York restaurateur has teamed up with the Soviet Union's state-run catering business and a New Jersey businessman to open what they say will be the Communist nation's first American-operated restaurant.

The 150-seat place, called TrenMos, is scheduled to open here Aug. 1 on an avenue leading to the Kremlin. The restaurant's creators are planning to feature such classic American dishes as apple pie à la mode, barbecued spare ribs, and New England clam chowder. The tab for a three-course meal is expected to average the Russian equivalent of $30 per person.

TrenMos — a contraction of Trenton and Moscow — is being structured as a partnership between restaurateur Mario Gattorna, businessman Shelly M. Zeiger, and the U.S.S.R.'s Lenin District Catering Trust. Gattorna operates Il Gattopardo and Il Sole restaurants in New York.

FINANCIAL NEWS

Interest expenses reduce Marriott's 2nd Q profits

By Rajan Chaudhry

WASHINGTON — Marriott Corp. — the hotel, restaurant, and contract services giant — said the cost of servicing debt offset a healthy 12-percent rise in operating income, to $158 million, for its second quarter ended June 16.

Interest expenses increased 44 percent for the quarter, reflecting the company's heavier debt load — the result of a share repurchase program begun in 1987 — and higher interest rates.

As a result, Marriott's net income was held to $67 million, a mere 5-percent improvement from the year-ago figure, on a sales gain of 11 percent, to $1.89 billion.

Marriott's lodging unit produced the strongest showing of the quarter, lifting operating income 14 percent, to $89 million, with a 12-percent increase in sales, to $853 million.

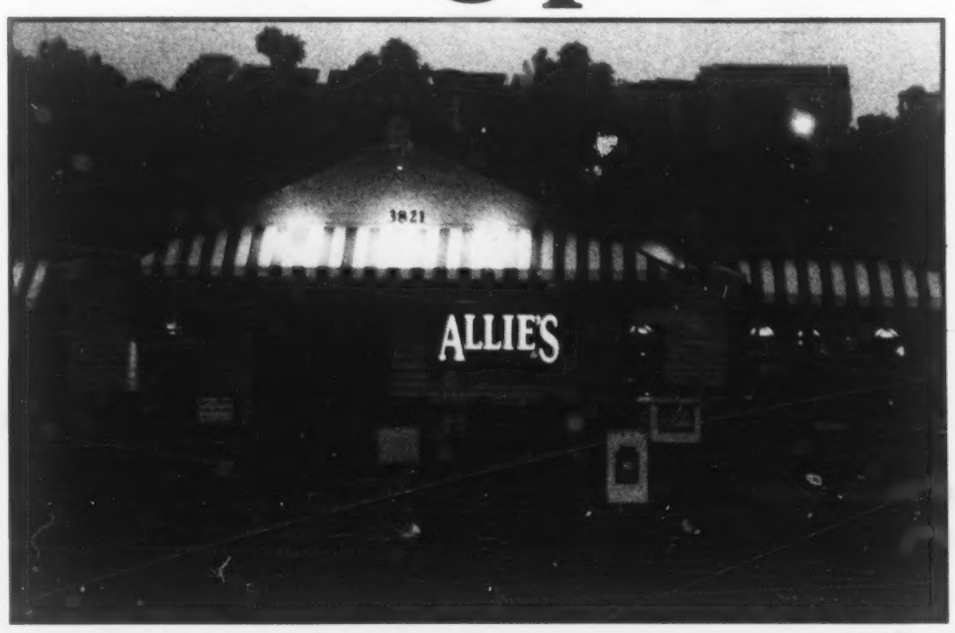
Lodging group sales were boosted by the addition of 89 hotels, totaling 15,300 rooms, during the past 12 months, the company said.

Although the division faced reduced business travel and overcapacity in some markets, it was able to raise occupancy and room rates during the quarter.

New promotion programs helped Marriott's Residence Inn operations, positioned for the extended-stay market, achieve comparable-unit occupancy gains of more than three percentage points, bringing occupancy rates into the low 80s, the company said.

Aided by expanded national advertising and distribution, the company's moderate-price brand, Courtyard, posted occupancy rates in the mid 70s, up two percentage points from the year-ago period.

And strong group business contributed to a one-percentage-point gain in occupancy for comparable Marriott full-service hotels, lifting occupancy rates into the upper 70s.



NRN Photo

Marriott remains committed to its new Allie's concept.

With the exception of its Roy Rogers fast-food fried-chicken operation, Marriott's restaurant division also fared well during the June-ended quarter, improving operating income by 12 percent, to $27 million, on a sales increase of 7 percent, to $245 million.

Roy Rogers was socked by severe competition and volume problems, Marriott said.

Marriott's travel plazas experienced solid traffic growth, it stated, buoyed by the conversion of 10 units to branded concepts over the past 12 months.

The travel plazas' brands include Roy Rogers, Burger King, Sbarro, Dunkin' Donuts, Mrs. Field's Cookies, Popeyes, Nathan's, Big Boy, Howard Johnson's, and TCBY.

The company continues to convert its Big Boy, Wags, and Howard Johnson's restuarants to the Allie's family-style concept, hoping to bring the number of Allie's to 100 by year-end.

For the second quarter, the family restaurants benefited from the contribution of 123 units acquired in 1988, Marriott said.

Marriott's contract services operations produced the smallest gains of the second quarter, largely because of lower profits for domestic airline catering and airport operations.

Contract services reported an 8-percent gain in operating profits, to $24 million, on an 11-percent sales gain, to $789 million.

Marriott has agreed to sell its In-Flite Services unit to an investor group led by Marriott alumnus Frederic Malek and president of Marriott Airport Operations Group, Daniel Altobello. Analysts estimated the sale would gross about $600 million.

Marriott said it plans to use the proceeds from the sale of In-Flite to pay down a portion of its $3.1 billion in long-term debt, half of which is at floating rates.

During the quarter Marriott acquired United HealthServ Inc., a facilities management concern, and bought a Quebec-based food-service company.

Marriott also bought a stake in Tennessee-based Corporate Childcare Inc., a provider of employer-sponsored child care, with an option to purchase the company in two years.

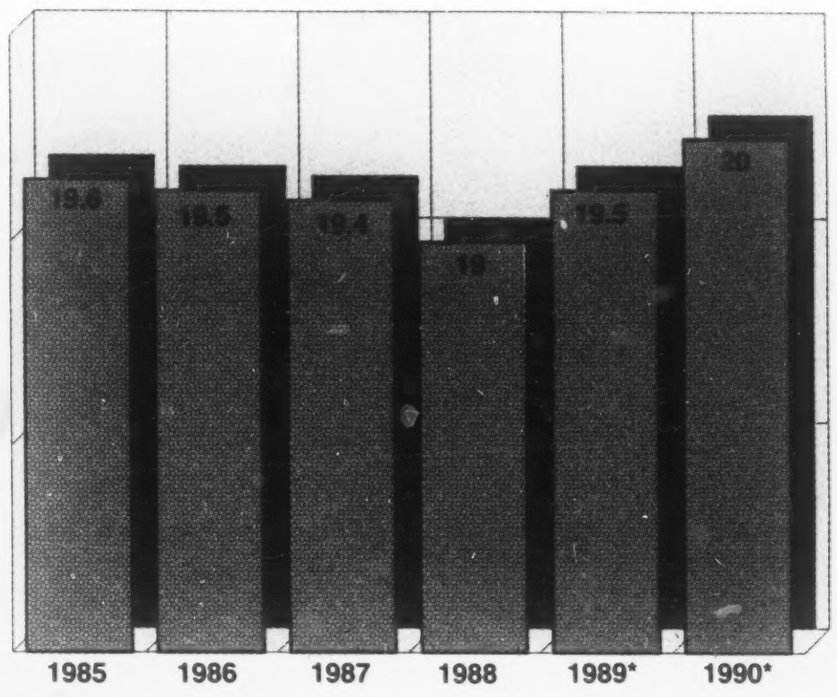
For the June-ended six months, Marriott's net income increased 4 percent, to $113 million, on a rise in revenue of 10 percent, to $3.67 billion.

FACT FILE

A look at the statistics shaping the industry

RESTAURANT OPERATING MARGINS REBOUND

(percent of sales)



*estimates
Source: Value Line Inc. Restaurant industry composite.

FOOD PRICE OUTLOOK

Canned, frozen vegetable packs look good

Production has cranked up for the canned and frozen vegetable pack in the Midwest, and according to packers, quality is good, with a large pack forecast.

Corn, green beans, and **peas** are all at estimates or near them. Although there has been a small carryover for all three, the large packs could mean reduced prices by September.

The California **canned tomato** and **tomato products** pack is expected to be as much as 20 percent higher than last year's, with Midwestern pack outlook also up nearly 30 percent, but prices are still stable at the old crop's high levels. Middle Atlantic states have had steady rains, reducing tomato growth, but even there most farmers are forecasting increases.

This country's dependence upon Brazilian **orange juice concentrate** may be reduced with a new orange variety developed by the U.S. Department of Agriculture. The new orange, called Ambersweet, is deeply colored and harvested earlier than most Florida oranges. It was developed for blending with other juices to produce a consistent color, a role now filled by Brazilian concentrate. The amount of Brazilian concentrate used here has been dropping over the past three years.

Dried bean prices continue high, with heavy export demand a major factor . . . The **almond** crop is smaller this year, with prices moving up . . . The **canned apricot** pack will be larger this year, but a small carryover means prices may remain fairly stable . . . The **canned-pear** pack will be larger, with some reduction in prices.

Cheese prices are expected to remain at present levels or increase. Much of processing-grade milk is going into butter or into the government's Commodity Credit Corp.

Imported canned ham prices have continued to rise. Overstocked conditions of importers have eased with a cutback in shipments from Europe.

NRN FINANCIAL DIGEST

IDQ boosts profits 20% in 2nd Q

MINNEAPOLIS — International Dairy Queen Inc. said net income advanced 20 percent, to $7.2 million, for its second quarter ended May 26, on a year-over-year revenue rise of 6 percent, to $74.4 million.

The company attributed the gains to new-product introductions, improved cost controls, and higher sales from new franchises and renovated units.

The chain noted that its new line of ice-cream cakes and logs was accounting for more than 10 percent of sales in many of the 2,000 Dairy Queen stores currently offering the products.

IDQ is also in the final stretch of testing new low-fat and non-fat yogurt products in 330 of its 5,100 stores.

For the May-ended six months, the company's net income increased 19 percent, to $10.5 million, on a 5-percent increase in revenues, to $125.7 million.

IDQ operates the Dairy Queen, Orange Julius, Karmelkorn Shoppes, and Golden Skillet franchise systems and recently bought a 60-percent stake in Staff One Inc., a six-unit personnel-placement firm based here.

Unit closings to trim Frisch's gain

CINCINNATI — Frisch's Restaurants Inc. said a $500,000 write-off from the closing of eight unprofitable Big Boy restaurants would reduce a $900,000 gain from an accounting change for its fiscal year ended May 28.

The company, which has yet to report its year-end results, said it decided to close the units to eliminate continuing losses. The restaurants targeted for closing had pre-tax losses of about $1 million for the year, Frisch's said.

The company's gain is the result of its adoption of Financial Accounting Standards Board Standard 96.

General Mills establishes ESOP

MINNEAPOLIS — General Mills Inc. said it has created a new Employee Stock Ownership Plan for employees of its Red Lobster and Olive Garden restaurant operations.

The company said it would use borrowings of $50 million to purchase about 750,000 General Mills common shares from its treasury.

That transaction, combined with a previously announced company ESOP, will drop General Mills' common shares outstanding to about 83 million.

Holiday unit sells two J-V hotels

MEMPHIS, Tenn. — Embassy Suites Inc., which is a subsidiary of Holiday Corp., and GE Investments, a unit of General Electric, said they closed the sale of two jointly owned hotels to Embassy Pacific Partners L.P. for a total of $87.6 million.

The hotels are located in Crystal City, Va., and Santa Clara, Calif.

FOCUS | OPINION

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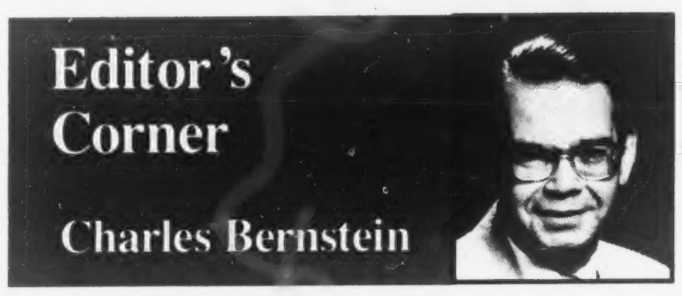
Safety first: Slow the pizza delivery pace

How fast is too fast?

Speed of service unquestionably remains an essential ingredient for fast feeders. Customers complain if a fast feeder does not live up to its name, whether calling itself a quick-service restaurant, a family restaurant, or anything else.

In most cases the order must be ready within a minute or two, or the customer becomes a prime candidate not to return.



Speed of a different sort is more of a priority for the couch potatoes and many others who want to order from the comfort of their homes. Some anticipate almost instantaneous delivery, perhaps within a few minutes of hanging up the phone.

Realistically, most expect basic orders such as pizza and soft drinks to arrive within 20 to 30 minutes, unless they live in the boondocks many miles away — an unlikely prospect in this age of proliferating home-delivery operations. It is difficult to envision any area in the continental United States that is inaccessible to home delivery; perhaps there are a few homes somewhere in the rapidly disappearing woods or forests.

Pizza delivery is soaring faster than we can track it. Domino's Pizza still is the leader with 5,000 units dedicated solely to home delivery. Pizza Hut, Godfather's Pizza, Mr. Gatti's, and a host of others are jumping on the bandwagon as fast as they develop the necessary systems — not nearly as easy as people think.

The net result is that America has a love affair with pizza and with pizza home delivery. A family can remain at home and watch the VCR, entertain, relax, or do whatever they want with maximum convenience, never having to drive anywhere to pick up the pizza.

Fierce competition continues on devising the fastest preparation systems and the speediest delivery methods. Domino's can prepare its orders in seven or eight minutes.

No responsible chains like these would tell a driver to speed or drive recklessly. They usually tell a driver to proceed with caution but to get the order there within a 30-minute guarantee period.

Some of the delivery drivers — mostly in their late teens and early 20s, but some middle-aged and older — zip along at a pace well above the speed limit. Of course, 99 percent of the time everything is fine, and the order, the vehicle, and the driver arrive in good shape. It is that other 1 percent which is so scary.

Just often enough to be frightening, accidents, injuries, and fatalities do occur. In the wide-ranging Domino's network, Domino's drivers have been either directly or indirectly involved in or responsible for 21 fatal accidents in the past 12 months. All or most of these presumably occurred while the driver was rushing to fulfill a delivery commitment.

If one talks to any of the young driver-deliverers, one quickly learns that they whiz from one place to another throughout a period ranging anywhere from three to eight hours at a time, thereby tending to reduce their alertness. Most of the drivers are fine people who would never dream of hurting anyone.

Perhaps the stereotype of a reckless pizza delivery driver is wrong and the typical driver is more like Juliet Maurer, a heroic University of Texas student. Earlier this month, Maurer heard screams while delivering a Mr. Gatti's pizza in Austin, ran to the scene, and revived a two-year-old boy who had suffered a seizure and had stopped breathing.

Unfortunately, some of the drivers feel compelled to rush around faster than is safe. A segment of the monthly video series, "Restaurant Insights," in 1987 graphically depicted pizza deliverers whizzing around their routes at a breathtaking pace. This was portrayed as efficiency and dedication, but it also can be dangerous.

Domino's is now enforcing a policy of barring its 1,600 company units from using any drivers under 18 and has strongly recommended that franchisees do likewise. This means that some 16- and 17-year-olds will be terminated or reassigned, and it is a step in the right safety direction.

However, it by no means solves the problem. More than anything else, it substantially reduces the insurance liability premiums that Domino's has to pay its own insurance company, which it previously established as the only feasible means of obtaining coverage.

Domino's is continuing its guarantee of deducting $3 from the price of any order not delivered within 30 minutes of being phoned in. The chain generally instructs drivers to take it easy on the road and not to worry about the $3 that may have to be deducted from the bill. Domino's does not give the guarantee if a home is more than a regular 10-minute drive from the unit.

Still, we feel that the best means of preventing accidents and presenting a responsible image to the public is to simply abolish the $3 discount for orders not delivered within 30 minutes. Godfather's Pizza has taken this action at its company-owned units after having emulated the Domino's 30-minute guarantee plan as so many have done. Domino's should now emulate Godfather's on this aspect.

"Regardless of whether the delivery guarantee was a factor or not in accidents," observed Godfather's president Herman Cain of his own chain's experience, "it might be perceived to create safety concerns. Thus we have discontinued our delivery discount offer."

Safety must become the absolute priority — even if speed and customer home-delivery convenience have to be sacrificed. If 20 lives or one life can be saved by eliminating the 30-minute guarantee, this will be worth it. And 90 percent of the orders will still arrive within 30 minutes, without the driver feeling compelled to keep pressing harder on the accelerator.

LETTERS

Hospitality students deserve broad education

Editor, NRN:

Concerning your Editor's Corner column on "Educational Funk," a four-year college or university is in the business to do more than just prepare students for a future job in the hotel and restaurant industries.

Companies want thinking, educated individuals who are able to change as the industry changes. This happens when a student receives a total well-rounded education that will stay with them for their whole lives.

It is my opinion that it is taking the narrow view to think that the entire world revolves around training someone to be in the hotel and restaurant business, especially since almost a third of hotel and restaurant students are no longer even in the industry 10 years after they get their degrees.

Having been a student at UNLV and graduating from FIU with a B.S. and M.S., I can say that it was a lot more than the quality of the foods or computer labs, the placement rate, or the degrees of the faculty that I benefited from.

It was those classes (many of which were not in hotel or restaurant management) that caused me to think and utilize my capabilities that I benefited most from. They might have been in English literature, political science, or marriage and family.

Relevant curriculum is important, but so is a broad-based one. Having been a hotel general manager, I am not speaking as some head-in-the-clouds educator. The job of a college or university is to prepare young people for society, not just provide a technical or vocational orientation.

Many excellent hospitality industry companies often hire liberal arts or business graduates who might never have taken a hotel and restaurant management course because they have the potential to be trained easily.

As a faculty member in the RHI program at Purdue University, I feel it is my obligation to cover more than just front office, housekeeping, or cost control procedures. These can be taught while a student is doing an internship, or during the company's training program.

We have recently restructured our curriculum to ensure that all students have a solid base of knowledge from which to work and are not just saturated with all courses on hotels, restaurants, or tourism.

— Howard Adler
associate professor
Purdue University
Department of Restaurant, Hotel and Institutional Management
West Lafayette, Ind.

It pays to pay attention at convention seminars

Editor, NRN:

Many thanks for running the article on my seminar at the NRA Show. I thought Tracey's article was excellent. She really paid attention!

— Thomas Costello
consultant
Thomas Costello and Associates
Claremont, Calif.